Strategic Action Plan 2023-2027

PROGRESS TRACKER

March 2025

GOAL 1: Safe & Reliable Infrastructure

GOAL 2: Welcoming & Caring Community

GOAL 3: Strong Local Economy

GOAL 4: Good Government

GOAL 5: Environmental Stewardship

GOAL 1: Safe & Reliable Infrastructure

1.1 Taking a long-term perspective and using an evidence-based approach to managing municipal infrastructure.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION(S) TAKEN
a) Engage a design/engineering firm to work with Town staff to produce a comprehensive "Rebuilding Downtown Infrastructure" plan that includes future-state design concepts and options, associated costs with high-level phases/milestones. The outcome of this process will be a costed-out Preferred Option.	**September 2024**	**Rebuilding Downtown Infrastructure Task Force**	**100%**	• **Final design approved** • **Tender awarded to Lavis Contracting** • **Construction commenced May 12, 2025**
b) Establish a Rebuilding Downtown Infrastructure Task Force with citizen participation with a mandate to facilitate public discussion and inform the Project Team (design/engineering firm & Town staff) throughout the process.	**July 2023**	**Director of Legislative Services/Clerk**	**100%**	• **Task Force established and meet regularly**
c) Council makes decision on the Rebuilding Downtown Infrastructure Preferred Option. Initiate communications strategy with residents and downtown businesses.	**October 2024**	**CAO**	**100%**	• **Town staff to work with BM Ross staff with the development of Rebuild Marketing Strategy. Marketing Lead-Town**
d) Complete a go-forward plan with priorities and costing to extend water/wastewater capacity.	**May 2025**	**Director of Community Services, Infrastructure, and Operations & Director of Corporate Services/Treasurer**	**90%**	• **Draft has been received by BM Ross** • **Plans to review in May 2025 with SLT members**

no progress **in progress** **complete**

GOAL 1: Safe & Reliable Infrastructure

1.2 Investing in continuously improving our road network.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION (S)TAKEN
a) Create a 10-year evidence-based forecast that prioritizes major transportation capital projects; integrate these projects into annual budgets.	**October 2025**	**Director of Community Services, Infrastructure, and Operations & Director of Corporate Services/Treasurer**	**50%**	• **Town staff have commenced this action. Monthly staff meetings.** • **Utilize the Town's Asset Management Plan in this process**
b) Establish an annual Roads Maintenance Program with associated funding to ensure ongoing minor improvements to primary transportation routes.	**Sept 2025**	**Director of Community Services, Infrastructure, and Operations**	**75%**	• **Developed Communication Strategy for residents on a Spring, Summer and Fall Road Maintenance Schedule** • **Program will be presented at June 9 Council meeting**
c) Complete Council-approved roads projects to high-level of quality within budget.	**Annually**	**Director of Community Services, Infrastructure, and Operations**	**90%**	• **Continuously monitored**

no progress **in progress** **complete**

GOAL 1: Safe & Reliable Infrastructure

1.3 Optimizing the community benefits from our municipally owned buildings and property.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION (S)TAKEN
a) Engage an architect/engineering firm to work with Town staff to produce a concept plan with a business plan/cost-analysis to transform Memorial Arena into a multi-functional, community-oriented facility providing a wide variety of uses, including recreational, leisure, cultural, and convention opportunities. The outcome of this process will be a costed out Preferred Option for Memorial Arena.	**June 2025**	**CAO**	**100%**	• **Town formally engaged the services of GSP Group Inc., March 3, 2025.** • **Draft report provided to Task Force May 12 and 26, 2025** • **Final report will be presented to Council at their June 9 meeting**
b) Establish a Memorial Arena Task Force (co-chaired by a citizen member and a Member of Council, which includes members from the community groups, citizens, and Town staff) with a mandate to facilitate public discussion and inform the Project Team throughout the process.	**2023**	**Director of Legislative Services/Clerk**	**100%**	• **Task Force established** • **Inaugural meeting and site tour have taken place**
c) In parallel to the above Memorial Arena Plan, complete a targeted facility/property review project to determine if existing municipally owned properties/facilities could be declared surplus and sold to generate revenues to support the Memorial Arena plan.	**March 2025**	**CAO, Director of Community Services, Infrastructure, and Operations & Director of Corporate Services/Treasurer**	**0%**	• **Town staff commenced this action and determined there are no properties/ facilities that can be declared surplus and sold to generate revenues to support the Memorial Arena plan.**
d) Council makes decision on Memorial Arena Preferred Option. Initiate community communications strategy	**September 2025**	**CAO**	**0%**	

no progress **in progress** **complete**

GOAL 2: Welcoming & Caring Community

2.1 Supporting local community organizations & groups.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION (S)TAKEN
a) Establish a policy to provide in-kind support to qualified groups/organizations and promote this opportunity.	**October 2024**	**Director of Corporate Services / Treasurer and Director of Legislative Services/Clerk**	**100%**	• **Reviewing other municipal Community and In-Kind Support Policies** • **Consultation with Director of Community Services, Infrastructure & Operations, and Tourism & Community Development Manager** • **Monitoring for the year**
b) Partner with local groups/organizations to facilitate an annual community volunteer fair and volunteer recognition event encouraging more people to become volunteers.	**May 2023**	**Tourism and Community Development Officer**	**100%**	• **Inaugural event; April 29, 2023. Second event held May 11, 2024** • **Maintaining internal volunteer data base** • **Will help promote for others**

no progress **in progress** **complete**

GOAL 2: Welcoming & Caring Community

2.2 Making life in Goderich more affordable.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION (S)TAKEN
a) Establish zones where higher density rental housing options are encouraged.	**May 2023**	**Town Planning Group**	**100%**	• **Survey's have been completed and deposited** • **EOI's for development of properties for sale**
b) Work with Huron County and local organizations to establish a joint advocacy plan to lobby Federal and Provincial Government for additional funds to address the systemic causes of local homelessness and housing insecurity; create communication/ education (digital/print) to address any stereotypes and encourage local support for those in our community experiencing homelessness/housing insecurity.	**Continuous**	**CAO and Accessibility, Health and Safety and Emergency Preparedness Coordinator**	**100%**	• **Community Safety and wellbeing plan launched in 2023** • **CMHA and Huron County work together on this priority**
c) Review/assess Town-owned property to determine feasible location for more affordable rental housing options. Lobby the Provincial and Federal Government to financially contribute to this housing initiative.	**Continuous**	**CAO, Mayor & Town Planning Group**	**90%**	• **Property survey's have been completed** • **Discussions with NowHousing and Bluebranch and Huron County Economic Development Board**
d) Encourage boarding and "granny-suite" options by proactively promoting our Community Improvement Plan (CIP) incentives.	**September 2024**	**Director of Legislative Services/Clerk**	**100%**	• **Planning Group staff promote accessory dwelling units and CIP program at pre-consult meetings**
e) Reach Shared Service agreements with neighbouring municipalities to financially contribute to Goderich-based facilities and amenities.	**September 2025**	**CAO & Mayor**	**90%**	• **Collected, assembled and analyzed data from various sources to develop business case**

no progress **in progress** **complete**

GOAL 2: Welcoming & Caring Community

2.3 Promoting smart growth to preserve our heritage and maintain our "small town feel".

ACTIONS	TARGET DATE	LEAD	% COMPLETE	COMMENTS
a) Partner with community groups/organizations/businesses to provide welcome packages to new residents/businesses.	**May 2024**	**CAO & Tourism and Community Development Manager**	**100%**	• **Annual update** • **Focus group follow–up has been moved to Q3 2025** • **Ongoing administrative maintenance**
b) Re-launch the local citizen-led Heritage Advisory Committee.	**July 2023**	**Director of Legislative Service/Clerk**	**100%**	• **Terms of Reference approved by Council (June 26/23)**

no progress **in progress** **complete**

GOAL 3: Strong Local Economy

3.1 Supporting an environment that retains and attracts jobs, workers and investment.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION (S)TAKEN
a) Implement the recommendations from the County Business Retention & Attraction (Expansion) project as budget allows.	**June 2025**	**CAO**	**75%**	• **Meetings commenced in 2023 with Huron County Director of Economic Development** • **Town staff collaborating with BIA and Chamber on this action** • **Job Fair April 2025**
b) Support local healthcare by enhancing efforts to attract/ recruit healthcare professionals.	**Continuous**	**CAO & Mayor**	**100%**	• **Mayor and CAO attend monthly Physician Retention and Recruitment meetings** • **Mayor conducts site tours with Physician Recruitment Team throughout the year**
c) Engage an education sector partner to provide a local marine training program.	**November 2025**	**CAO**	**100%**	• **GDCI SHSM students bus tour to Georgian College to explore marine and skilled trades program-April 2025**
d) Work with Huron County to identify actions the Municipality can take to attract more workers as part of the County's Workforce Project.	**June 2023**	**CAO**	**90%**	• **Meeting regularly** • **Job Fair April 2025**
e) Advocate to Transport Canada to attract government subsidies to support development and capital infrastructure investment of Ontario (Canadian) Airports in the communities they operate in.	**September 2024**	**CAO**	**100%**	• **Airport Pavement Condition Report conducted by EXP in February 2024. Results demonstrated in fair to good condition. Crack sealing to be maintained to prolong the lifespan of the pavements.**

no progress **in progress** **complete**

GOAL 3: Strong Local Economy

3.1 Supporting an environment that retains and attracts jobs, workers and investment.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION (S)TAKEN
f) Advocate for port expansion lands with the Provincial Government.	**June 2025**	**CAO & Mayor**	**100%**	• **Ongoing updates and meetings with GPMC President, Federal MP and Provincial MPP, and various Ministers**
g) Prepare for proposed nitrogen and ammonia industrial opportunities by identifying and addressing any potential port and rail shipping requirements.	**June 2026**	**CAO & Mayor**	**10%**	• **Mayor and CAO continue to advocate for hydrogen related products through Goderich's Port with third parties**
h) Strengthen relationships with BIA and Chamber of Commerce by jointly hosting a Business Town Hall / Job Fair event.	**December 2024**	**CAO**	**100%**	• **Community Job Fair April 2025** • **Job Fair Evaluation forwarded to participants**

no progress **in progress** **complete**

GOAL 3: Strong Local Economy

3.2 Optimizing land to increase employment opportunities.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION (S)TAKEN
a) Establish a go-forward plan to service, market and sell existing municipally owned employment lands.	**June 2024**	**CAO, Director of Community Services, Infrastructure, and Operations & Director of Corporate Services/Treasurer & Director of Legislative Services/Clerk**	**100%**	• **Parsons Court employment lands are completely serviced** • **Available Lands Fact Sheets developed and posted on corporate website** • **Current market evaluations scheduled for 2025.** • **Economic Development page on website currently being redeveloped**
b) Leverage the Town-owned property review (item 3.2) to establish an inventory of potential employment land. Establish a go-forward plan to make this land shovel-ready for new industry/businesses.	**September 2024**	**CAO and Director of Legislative Services/Clerk**	**100%**	• **Developed Property Information Fact Sheets for available Town-owned employment lands**

no progress **in progress** **complete**

GOAL 3: Strong Local Economy

3.3 Ensuring tourism is a positive economic driver.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION(S) TAKEN
a) Select a vendor to work with Town staff to enhance wayfinding signage across the Town.	**June 2026** **June 2026**	**Director of Community Services, Infrastructure, and Operations** **Tourism and Community Development Manager**	**50%** **70%**	• **Performed in conjunction with the Downtown Infrastructure Rebuild Project** • **Funding for viewpoint trail marker signage has been granted**
b) Partner with the BIA, Chamber of Commerce, and local businesses to create a digital kiosk at the waterfront to promote downtown businesses.	**April 2025**	**CAO**	**20%**	• **Working with new BIA Manager and Chamber on this initiative**
c) Create digital promotional materials to promote current facilities and amenities to generate convention, sports tournaments, and culture opportunities.	**October 2024**	**Tourism and Community Development Manager and Operations and Community Services Manager**	**75%**	• **Support through various marketing channels (social media and Tourism website)** • **Updated photos completed** • **Town website- Recreation page updated with links to booking software**

no progress **in progress** **complete**

GOAL 4: Good Government

4.1 Demonstrating open government & financial accountability.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION(S) TAKEN
a) Host semi-annual Town Hall community information sessions with Council and senior staff.	**November 2024**	**Director of Legislative Services/Clerk**	**100%**	• **Town Hall Community Information Sessions held in 2024, and the first of two for 2025 is scheduled for May 21**
b) Enhance youth engagement by hosting Youth Town Hall sessions with Council and by partnering with Huron County on a Joint Youth & Innovation Project.	**Ongoing**	**CAO**	**100%**	• **Youth Recognition Award in August** • **Many engagements at GDCI civics class and during Memorial Arena Charette process**
c) Review and update terms of reference for advisory committees and boards, and re-launch.	**Ongoing**	**Director of Legislative Services/Clerk**	**100%**	• **Completed in 2023**
d) Make the website more user-friendly by streamlining navigation and improving/simplifying content.	**December 2025**	**Director of Legislative Services/Clerk**	**60%**	• **Survey out to public (April – May 2025)** • **Website Site Map Focus Group conducted May 6, 2025** • **Forms will be transferred over to new website**

no progress **in progress** **complete**

GOAL 4: Good Government

4.2 Continuously improve our business processes and practices.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION(S) TAKEN
a) Create a Member of Council training matrix for more thorough understanding of municipal government and Councillor roles and responsibilities.	**September 2025**	**Director of Legislative Services/Clerk**	**0%**	• **Once Procedural By-Law is completed, work will commence on this action thereafter**
b) Identify priority areas to use technology to streamline processes and improve customer service.	**Ongoing**	**CAO**	**100%**	• **Implementation of Municipal Law Enforcement Module - MESH Program** • **Implementation of Cloudpermit Planning module-planning and development project applications** • **Implementation of Dunk and Associates Excellence Program–Town's Health and Safety Program** • **Corporate-wide implementation of MS Teams Chat**
c) Digitize by-laws for convenient public access.	**Ongoing**	**Director of Legislative Services/Clerk**	**100%**	• **Ongoing, and in conjunction with website re-development**

no progress **in progress** **complete**

GOAL 4: Good Government

4.3 Diversifying our revenue sources to reduce reliance on residential taxpayers.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION(S) TAKEN
a) Introduce user fees where appropriate.	**Ongoing**	**Director of Corporate Services/Treasurer**	**90%**	• **Implementation of Recreation Fees** • **Fee By-Law review performed annually; compare current fees to other like-size municipalities** • **Proposed MVMC paid parking user fee**
b) Introduce a sponsorship/naming rights program to provide advertising opportunities to local businesses and drive non-tax revenues.	**November 2025**	**Community Services and Operations Manager, and Recreation Facility Supervisor**	**80%**	• **Sponsorship and naming rights – Bannister Park (March 17, 2025 Council meeting)** • **Sponsorship tab on website**

no progress **in progress** **complete**

GOAL 4: Good Government

4.4 Recognizing excellence among our employees and promoting workplace inclusion and diversity.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION(S) TAKEN
a) Mayor and Council to host an annual staff recognition event.	**September 2023**	**CAO & Council**	**100%**	• **Aug 14, 2024 Employee Appreciation Event** • **Planning process commenced for 2025 event**
b) CAO and senior management team to host semi-annual Staff Town Hall sessions to provide strategic Town updates and encourage input/feedback from staff.	**June 2023**	**CAO**	**100%**	• **Quarterly staff meetings for updates on Strategic Plan** • **Town Hall Meeting for all staff schedule for May 2025**
c) Continue to host informal staff appreciation events throughout the year.	**Ongoing**	**CAO**	**100%**	• **Ongoing staff potlucks/pizza days** • **Fika Days (coffee and cake/donut break) with staff at various Town departments** • **Celebration Days/Weeks (social media posts, banners, website) recognizing the invaluable service of Town staff (i.e., National Public Works Service Week, National Custodian Day, Childcare Worker & Early Childhood Education Appreciation Day, etc.)**
d) Introduce a “meet the staff” program on Town social media to profile staff and communicate Town services/programs	**May 2024**	**CAO**	**10%**	• **In conjunction with Celebration Days/Weeks, create a Staff member/Department spotlight with the following questions – What brought you to this career, What do you find most fulfilling about supporting both Council, your peers, and the public in your role, Share a fascinating tidbit about your duties that people might not be aware of**

no progress **in progress** **complete**

GOAL 5: Environmental Stewardship

5.1 Protecting and preserving our natural environment.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION(S) TAKEN
a) Explore cost-effective, practical solutions to reduce organic materials ending up in landfill sites. Implement two pilot projects and evaluate level of success.	**October 2024**	**Director of Community Services, Infrastructure, and Operations**	**100%**	• **September 23, 2024 - successful implementation of curbside waste collection program, bi-weekly solid waste collection and weekly organic waste collection.**
b) Establish an education/incentive program to increase the number of native trees planted on private property and establish targets for transitioning Town gardens to native species and pollinator gardens.	**Ongoing** **September 2024**	**Environmental Services Manager** **Community Services and Operations Manager, Parks and Cemetery Supervisor**	**100%**	• **Native Tree Planting Initiative (partnership with Town, MVCA and Lions Club) competed on Arbor Day (April 25, 2025; first year of program). Purpose is to increase number of native trees planted on private property** • **Staff assess 5-6 gardens a year. 2025 marks the third year of the program**
c) Engage external expertise to work with Council and staff to complete a coastal environmental plan.	**June 2025**	**Director of Community Services, Infrastructure, and Operations**	**75%**	• **Staff working with BM Ross staff to establish Shoreline Environmental Best Practices** • **Council motion-letter of support, and $70,000 over the next 4 years, for MVCA's NRCAN application under the South Lake Huron Cell Adaptation Action Plan (Dec. 18/23)** • **Draft in review**
d) Continue with the five step Partners for Climate Protection Milestone Framework by meeting the standards set by the Federation of Canadian Municipalities and Local Governments for Sustainability (ICLEI).	**June 2029**	**Environmental Services Manager**	**70%**	• **First Two Steps of the Framework have been completed; next step is to develop a Corporate and Community Climate Plan** • **2024 -2028 Conservation Demand Management (CDM) Plan adopted by Council December 2024** • **Green Municipal Fund Feasibility Study at Wastewater Treatment Plant and Recreation Centre – project end date August 2025** • **Staff continuously updating Energy Conservation Strategy across all municipal buildings**

no progress **in progress** **complete**

GOAL 5: Environmental Stewardship

5.2 Expanding opportunities for healthy living and recreation.

ACTIONS	TARGET DATE	LEAD	% COMPLETE	ACTION(S) TAKEN
a) Support active transportation community groups through the grants for groups funding initiative.	**June 2026** **Ongoing through EC Work Plan**	**Director of Infrastructure, Community Services and Operations** **Asset Management / Environmental Services Manager**	**100%**	• **Director of Operations Council Memo dated November 6, 2023** • **Active transportation aspects included in 'Road Reconstruction Policy'** • **Sidewalks be included on both sides of arterial and collector roads on at least one side of residential streets** • **Stairway for North Harbour Road be considered part of 2024 budget** • **Environment Committee's Workplan – Support Active Transportation within the community (Slow Ride, Active and Safe Ride To School, engagement with parent Council)** • **County to develop Active Transportation Plan - Waiting**

no progress **in progress** **complete**